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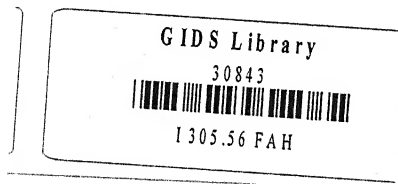
**EVALUATION OF THE SCHEME OF PRE-EXAMINATION  
COACHING FOR WEAKER SECTION INCLUDING  
MINORITIES AND OTHER BACKWARD CLASSES  
IN UTTAR PRADESH**

*Sponsored by*

**MINISTRY OF SOCIAL JUSTICE & EMPOWERMENT  
GOVERNMENT OF INDIA**

*Conducted by*

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Backward classes

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**2002**

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## **PREFACE**

**T**he problem of poor representation of weaker section in the government jobs and in admission to professional courses has attracted the attention of policy planners. As a result, the Ministry of Social Justice & Empowerment, Government of India started a scheme of coaching implemented through NGO's to the candidates of weaker section including minorities based on the economic criteria who aspire for government jobs and professional career. The state government of U.P. has also been running a similar scheme of coaching for the candidates of SC/ST and OBC. The schemes have been in operation for quite sometime. Therefore, an in-depth evaluation was needed to understand shortcomings and success of the programme in order to restructure the whole scheme to yield better result. The Ministry of Social Justice & Empowerment, Government of India sponsored this evaluation study to be conducted by the authors at the Giri Institute of Development Studies, Lucknow.

We take this opportunity to express our gratitude to Mr. V.S. Naik, Director, Ministry of Social Justice & Empowerment, Government of India for providing us the opportunity to conduct the evaluation. I am also thankful to Mr. Kalicharan, Senior Research Officer, Ministry of Social Justice & Empowerment, Government of India for extending necessary support during the study Mr. Kalicharan has been very helpful to us as he spared his valuable time to discuss the various issues related with the study despite his busy work schedule as and when we approached to him.

We are obliged to the officials of the Department of Social Welfare, Government of U.P., particularly Mr. Majid Ali, IAS, for extending necessary co-operation during the study.

(ii)

We express our profound obligation and gratitude to Prof. G.P. Mishra, Director, Giri Institute of Development Studies, Lucknow who not only encouraged us to work on this subject but also spared his valuable time to guide us despite his busy schedule. Prof. Mishra has always been a source of academic inspiration to us and in completion of this study, his contribution has been too vital to be expressed in just few words.

It is our great pleasure to thank Mr. Noor Mohd., IAS, Election Commissioner, Government of U.P. for sparing his valuable time to discuss and guide us on the subject.

We also feel thankful to Mr. Mohd. Kaleem, Mr. Brijesh Tewari, Mr. Ajai Kumar Singh and Mr. Mohd. Zamir for data collection and computerisation. I feel that without their sincere support, it could not have been possible for us to complete the task.

In the last but not the least, our thanks are due to Mr. Devanand S for word processing of manuscript efficiently.

**FAHIMUDDIN  
R.C. TYAGI**

**GIRI INSTITUTE OF DEVELOPMENT STUDIES  
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*January 23, 2002*

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## **CHAPTER I**

### **INTRODUCTION**

#### **I.1. BACKGROUND:**

**T**he poor success rate of weaker section (Scheduled Castes/tribes, minorities and other backward castes) to secure success in elite government services like IAS, IPS, Railways etc. and in seeking admission in professional courses like medical and engineering etc. through competitive examinations has attracted several explanations. There are many view points that explain it in terms of an insidious social discrimination being practiced in our caste-ridden society which denies the high paid and prestigious jobs to weaker section and force them to seek employment in cottage and artisan based business/trade. There are others who explain the phenomenon as a primary outcome of the low quality of educational attainment on the part of weaker section which puts this class in a disadvantageous position vis-à-vis upper castes in competitive situation of today's world where only competent, confident and assertive candidates can succeed. In other words, the principal of the 'Survival of the Fittest' holds true. No doubt, under both situations, weaker section remains looser and the situation is worsened when the candidates of weaker section fail to compete in competitive examination due to their poor knowledge of subjects. How far the candidates of weaker section have trailed behind in competitive examinations like IAS in comparison with the candidates of upper

castes and how serious is the problem can be gauged from the Civil Service Examination result which was as follows during 1982-89.

**TABLE 1.1: CASTE-WISE SUCCESS PERCENTAGE IN CIVIL SERVICE EXAMINATION**

YEAR	SCHEDULED CASTES	SCHEDULED TRIBES	MUSLIMS	OTHERS
1982	15	8	2	75
1983	16	9	1	74
1984	16	9	1	74
1985	17	9	1	73
1986	15	9	1	75
1987	16	9	2	73
1988	16	9	1	74
1989	15	8	2	75

The above table reveals that Scheduled Castes/Tribes could manage to obtain around 25 per cent of the total seats in the Civil Services during 1982-89. It could be possible because their seats were ensured by their reservation. However, Muslims do not enjoy such reservation, therefore, despite constituting 11-12 per cent of the total population in India, they could manage to get only 1-2 per cent positions in civil services.

In view of this problem, Ministry of Social Justice & Empowerment, Government of India, started a scheme of Pre-Examination Coaching for Weaker Sections based on Economic Criteria including minorities and other backward classes. The objective of the



scheme is to coach/train candidates belonging to weaker section including minorities to enable them to compete, on equal terms, in various competitive/entrance examinations covering:

- (a) *recruitment to services under group A, B, C & D under the Central and State Governments, public and private sectors undertakings, banks, GIC, LIC, etc. and defence forces, State and Central Police Forces and Para- Military Forces.*
- (b) *Admission to technical, vocational, engineering, medical, agricultural, management courses etc. Since the scheme is based on the economic criteria, therefore, candidates whose parent's or guardian's total income including the income of candidate himself from all sources does not exceed Rs.44,500 annually are eligible for admission under the scheme. The scheme is being implemented through National and State level professional coaching Institutions of repute.*

## **1.2 PRE-EXAMINATION COACHING SCHEME OF U.P. GOVT:**

The Department of Social Welfare, Government of U.P. has been running a scheme of pre-examination coaching to candidates belonging to scheduled castes/tribes and other backward castes since 1987. Later on, a reservation of 50 per cent of total seats was made for the candidates of other backward castes (OBCs). The main objective of the scheme has been to provide opportunities to the candidates of weaker section by way of residential coaching so that their educational efficiency could be improved and they

become able to get through in Competitive Service Examinations like IAS, PCS, Banking and Railways. Under the scheme, Department of Social Welfare runs the Centres at identified districts by itself enrolling on an average 50 candidates per Centre. The Department has established a large Centre in Lucknow known as 'Bhagidari Bhawan', having enrolment strength of 300 candidates. In this Centre, 50 per cent seats have been reserved for OBC candidates. Besides this, Department of Social Welfare run the pre-examination coaching centres in the districts of Jhansi, Varanasi, Allahabad and Gorakhpur.

### **1.3 EVALUATION OF COACHING SCHEMES:**

It becomes evident that the Ministry of Social Justice & Empowerment, Govt. of India has been implementing a coaching scheme through NGO's for weaker sections including minorities. The scheme is based on the economic criteria. The Department of Social Welfare, Government of U.P. also runs the coaching programme by itself, which is meant for scheduled castes/tribes, and OBC's but that also included minority OBC's. Therefore, two type of Coaching Schemes are being implemented. One of the Central Government, being implemented through voluntary agencies (NGO's) and the other of the State Government, being implemented by the State Government itself. The present evaluation includes both the schemes (Central Govt. sponsored but implemented through NGO's and States' own scheme) in order to identify the effectiveness of scheme under both situations and suggest suitable steps to streamline the programme for its more effective implementation.

#### **1.4 OBJECTIVES:**

The major focus of the evaluation is (i) To make a critical situational analysis of the scheme, assess its impact and (iii) To suggest suitable policy recommendations to make the scheme more effective and relevant in the post-liberalisation competitive environment of today's India. Broadly, the followings are the main objectives of study:

- 1. To examine the choice of the Institutions by the Government to implement the coaching scheme.**
- 2. To examine the selection of beneficiaries and facilities extended by the Institutions to the beneficiaries.**
- 3. To examine the pattern of release of funds and its utilisation.**
- 4. To analyse the comparative efficiency of the scheme run by the NGO's and the Government of U.P.,**
- 5. To suggest suitable policy recommendations to make the scheme more effective and result oriented.**

### **1.5 METHODOLOGY:**

The study is based on the data/information collected from the NGO's of U.P. State who received funds support during last year from the Ministry of Social Justice & Empowerment, Government of India to implement the coaching scheme. Similarly the detailed informations were obtained from the Department of Social Welfare, Government of U.P. regarding the coaching scheme being run by it. As proposed in the study, a sample of 20 per cent was drawn from the beneficiary candidates who obtained coaching for Focus Group Discussion (FGD). The selection of the sample beneficiaries was based on the random sampling. The entire data processing was done on computer using Excel-98. The scheme of providing funding support to NGO's by the Department of Social Justice & Empowerment, Government of India has been evaluated separately from the coaching scheme run by the U.P. Government. In the last, a comparative performance analysis has been presented in order to suggest policy guidelines.

## **CHAPTER II**

### **IMPLEMENTATION OF COACHING SCHEME: SURABHI SEVA SAMARPAN SANSTHAN, RAIBARELI, U.P.**

#### **II.1 INTRODUCTION:**

**T**he Surabhi Seva Samarpan Sansthan is a society registered under the Societies Registration Act, 1860. Its registration has been renewed till March 3, 2003. Dr. Virendra Kumar Srivastava, M.Sc, Ph.D. is the Secretary/Managing Director of the Sansthan. Besides implementing several other programmes of the Government and running educational institutions, the Sansthan claimed to have previous experience in running the coaching scheme for weaker section during 1997-98 from its own sources. It was reported by the NGO that coaching for admission in professional courses like medical/engineering was provided. It was reported further which was verified by us that the Sansthan did really organised such coaching for Weaker Section Candidates at Maharishi Dayanand Intermediate College, located at a distance of one and half kms. from the office of the Sansthan. In this way, Sansthan has previous experience of imparting coaching to weaker section candidates seeking admission in professional courses. Dr. Virendra Kumar Srivastava, the Secretary/Managing Director of the



Sansthan seems to be a dedicated social activist. His contribution in the educational development of Rae Bareli district is well recognised in the district. On the whole, selection of Surabhi Seva Samarpan Sansthan for imparting pre-examination coaching to weaker section candidates based on economic criteria by the Ministry of Social Justice & Empowerment, Government of India appeared to be justified on the merit of past and present capacity of the Sansthan to run such programme efficiently.

## **II.2 SUBMISSION AND SANCTION OF THE PROPOSAL:**

The Surabhi Seva Samarpan Sansthan reported to have submitted the proposal of implementing coaching scheme for weaker section in 1996 to the Ministry of Social Justice & Empowerment, Government of India. The proposal was routed through District, Social Welfare Officer, Chief Development Officer of the district (CDO), District Magistrate (DM), Director, Social Welfare, Lucknow and finally the Secretary, Department of Social Welfare, Government of U.P. In the meantime, Ministry of Social Justice & Empowerment, Government of India reported to have revised the procedure of submission of application by the NGO's. The Ministry constituted a Designated Inspection Team (DIT), consisting of 5-6 persons. The Director, Scheduled Castes/Tribe Research & Training Institute, Lucknow was designated as the convenor of DIT. However, Ministry changed the procedure of application submission to that of earlier one. Thereafter, another amendment was made by the Ministry, which laid the procedure that a NGO can submit the application for funding support either through DIT or Department of Social Welfare of the respective State. The Surabhi Seva Samarpan Sansthan was accorded the sanction of the scheme by the Ministry of Social Justice & Empowerment, on July 18, 2000, with a funding support of Rs.80,050. The sanction

was for the coaching in admission to the professional course of pre-medical test (PMT). The Sansthan started the coaching on 16 October, 2000 and ended on 16 January, 2001. Thus, the coaching for PMT was given during three (3) months duration.

### **II.3 ADVERTISEMENT OF THE SCHEME:**

The coaching scheme is based on economic criteria for the candidates belonging to weaker section including minorities. Though the scheme excludes SC/ST/OBC candidates but permits them to join the scheme where separate coaching centres for them are not available. The candidates whose parent's or guardians' total income from all sources including the income of candidates does not exceed 44,500 annually are eligible for admission. One batch of candidates should not exceed 50 in numbers and each candidate is entitled to receive the coaching twice at the maximum. The implementing agency is to give due publicity to invite applications from eligible candidates through prominent regional newspapers including Urdu newspapers at the national/state/regional level as deemed appropriate.

It was enquired from the Surabhi Seva Samarpan Sansthan that what procedure was adopted by it to select beneficiaries for imparting coaching. The Secretary of Sansthan showed the clippings of the following newspapers in which advertisements were published to select the candidates.

**TABLE II.1: NEWS PAPERS WITH DATES ON WHICH ADVERTISEMENTS FOR COACHING APPEARED**

Sl. No.	NEWSPAPER	DATE
1.	Amar Ujala	28-8-2000 & 10-1-2000
2.	Lucknow Mail	12-9-2000, 20-1-2000, 23-9-2000, 24-9-2000 & 25,26,27-9, 2000
3.	Amar Ujala	15-9-2000 & 16-9-2000
4.	Dainik Aaj	19-9-2000
5.	Amar Ujala	20-9-2000
6.	Siyasat	24-9-2000

Source: *Surabhi Seva Samarpan Sansthan, Raibareilly.*

It becomes evident that Sansthan gave extensive advertisement in various newspapers, following the norm of the Ministry in this regard.

It was also reported to us that Sansthan constituted selection committee of three persons constituting of:

- ♦ *One Principal of a local Intermediate College*
- ♦ *One Block Pramukh of Dalmau Block*
- ♦ *Mr. Ali Asghar Naqvi, a Journalist.*

Our research team contacted the above persons to enquire whether they had been the part of selection Committee as reported by the Sansthan. It was confirmed by these

persons that they helped Surabhi Sansthan in the selection of the candidates for coaching scheme of the Ministry of Social Justice & Empowerment.

#### **II.4 SELECTION OF THE BENEFICIARIES:**

The Sansthan selected twenty (20) candidates for the coaching in professional course of P.M.T. Out of the total twenty candidates, 10 were from the Rae Bareilly City and remaining 10 belonged to rural part of the district and nearby districts. The minority candidates were 10 and remaining belonged to different caste groups as shown under:

**TABLE II.2: CENTRE-WISE CANDIDATES SELECTED FOR COACHING**

SL.NO.	CASTES	NO. OF CANDIDATES
1.	Minorities (Muslims)	10
2.	Scheduled Castes	9
3.	Other Backward Castes	1
	<b>TOTAL</b>	<b>20</b>

Source: *Surabhi Seva Samarpan Sansthan, Rae Bareilly.*

The above table indicates that the selection of candidates by the Sansthan was as per the norms of the Ministry. The candidates from the minority community were provided fair representation.

We had detailed discussion with five candidates who were given coaching by the Sansthan . All these five beneficiaries reported that their father's were either petty

farmers or labourers. They reported that their family income was much lower than the prescribed income ceiling of Rs.44,500/- per annum. In this way, selection of beneficiaries by the Sansthan was right and based on the guidelines of the Ministry.

## **II.5 STIPEND:**

The Sansthan claimed to have paid a stipend of Rs.250 P.M. to out-station candidates and Rs.85/- P.M. to local candidates as was envisaged in the guidelines of the scheme. It was verified from the five sample candidates about the receipt of stipend. All of them reported that they received stipend amount in time as reported by the Secretary of the Sansthan.

## **II.6 FACULTY:**

The Sansthan employed four qualified teachers to coach the candidates during the entire 3 months period. It was reported that each of them was paid Rs.3000/- P.M. for three months. All these teachers had qualification of M.Sc. Besides, many guest faculty members were also invited from time to time. Each of them were paid Rs.200/- per period, with the care that each guest faculty member do not take more than 3 periods in a month. In all, 12 guest faculty members were invited. All of them were lecturers in science stream in intermediate/degree colleges of the city.

Our research team contacted some of the main and guest faculty members who were claimed to have been associated with the coaching by the Sansthan. All of them reported to have qualification needed to coach P.M.T. candidates. All of them also told



to have received salary/honorarium in time and the amount was the same as informed by the Sansthan.

## **II.7 SUCCESS RATE:**

The coaching was of three months duration which is not reasonable time span to prepare the candidates for a tough competitive examination like P.M.T. However, the Sansthan has reported to us that two of its beneficiary candidates out of total twenty (20) enrolled candidates were selected. These candidates were Ms. Shweta and Abhishek Vikram. Keeping in view the short duration of the programme, 10 per cent success rate as claimed by the Sansthan is an appreciable outcome.

## **II.8 MAINTENANCE OF THE GRANTS' ACCOUNT:**

The Ministry sanctioned a grant of Rs.80,050/- but Rs.40,025/- was released as first instalment. The Sansthan made an expenditure of not only Rs.40,025/- but a total expenditure of Rs.90,337/- was incurred. It was Rs.50,312 more than the released grant and Rs.10,287/- more than the total sanctioned grant. We found that the Sansthan maintained a separate account of receipt and payment and income and expenditure. The ledger and cashbook were properly maintained and bank operation were upto date. The Sansthan maintained a Saving Bank Account ;No.12715 with Indian Overseas Bank, Rae Bareilly. The accounts were audited by M/s. Agarwal & Co Chartered Accountants, Rae Bareilly, U.P.

## **II.9 INFRASTRUTCTURE OF THE SANSTHAN:**

The spot visit to the office and classroom accommodation from where the coaching was managed indicated the fact that Sansthan had sufficient office accommodation. There was one class room adjacent to the office of the Sansthan that appeared to be sufficient to accommodate a batch of twenty students. However, in future if Sansthan is to run the programmes of similar type, it will have to arrange better classrooms. In this matter, Sansthan seems to be competent as Dr. Srivastava, head of the Sansthan has good local connections.

## **II.10 PROBLEMS FACED BY THE SANSTHAN IN IMPLEMENTATION OF SCHEME:**

We had detailed discussion with Dr. V. K. Srivastava, Secretary of the Sansthan regarding his views about the Pre-examination Coaching Scheme of the Ministry of Social Justice & Empowerment for Weaker Sections -based on Economic Criteria. Dr. Srivastava was in view that the scheme is like running a crash course of three months duration. Normally the students receive coaching of nine months duration for admission in professional courses. Therefore, the duration of the coaching should be increased to nine months in order to obtain better result. Besides, the channelisation of application though DIT or the Department of Social Welfare, Government of U.P. needs to be properly streamlined in order to avoid considerable delay in reaching the application to the Ministry.

On the whole, Surabhi Seva Samarpan Sansthan appeared to have successfully implemented the scheme of coaching for weaker section candidates for admission in professional course of medical through Pre-Medical Test. The success rate, as claimed by the Sansthan of its two (2) candidates in the examination of P.M.T., out of total enrolment of twenty (20) candidates is to be considered as an indicator of success of the Surabhi Seva Sansthan to run the coaching scheme successfully.

## **CHAPTER III**

# **IMPLEMENTATION OF COACHING SCHEME: STUDY POINT SAMITI, LUCKNOW**

### **III.1 INTRODUCTION:**

The Study Point Samiti is a organisation registered under the Societies Registration Act 1860. It claims to be of the national status with its command office is located at Lucknow and field offices at Dehradun, Agra and Madhubani. The Samiti seems to have sufficient experience in running the coaching programme for general candidates as well as for economically weaker section of the society, sponsored by the Ministry of Social Justice & Empowerment, Government of India. The Samiti has been providing coaching for admission in different professional courses and competitive jobs. We had discussion with Mr. Sharad Mishra who is the president of the Samiti and other staff members regarding the coaching schemes being run by the Samiti. It appeared that the staff of Samiti is competent to run the coaching programme. The records made available to us indicate that Samiti have been organising coaching programme as per following details:

**TABLE III.I: PRE-EXAMINATION COACHING FOR WEAKER SECTION BASED ON ECONOMIC CRITERIA RUN BY THE STUDY POINT SAMITI, LUCKNOW**

<b>SL.NO.</b>	<b>YEAR</b>	<b>COURSE</b>
<b>1.</b>	<b>1993-94</b>	<b>Pre-Engineering</b>
<b>2.</b>	<b>1994-95</b>	<b>Pre-Engineering</b>
<b>3.</b>	<b>1995-96</b>	<b>Pre-Medical Test</b>
<b>4.</b>	<b>1996-97</b>	<b>Pre-Engineering Pre-Medical Test</b>
<b>5.</b>	<b>1997-98</b>	<b>Pre-Medical Test Pre-Engineering</b>
<b>6.</b>	<b>1998-99</b>	<b>Pre-Medical Test Pre-Engineering Civil Services</b>

**Source:** *Study Point Samiti, Lucknow*



### III.2 ADVERTISEMENT OF THE SCHEME:

As per guidelines of the Ministry, implementing agency of the coaching scheme is to give due publicity so that eligible candidates could seek the admission. It was reported that advertisements were given by the Study Point Samiti in major newspapers. The details of such advertisement are as follows:

**TABLE III.2: ADVERTISEMENT DETAILS FOR CIVIL SERVICES COACHING (1999)**

SL.NO.	NEWSPAPERS	DATE OF PUBLISHING	LANGUAGE
1.	Dainik Jagaran	15-2-2001	Hindi
2.	Times of India	15-2-2001	English
3.	Hindustan Times	15-2-2001	English
4.	Hindustan	15-2-2001	Hindi

Source: *Study Point Samiti, Lucknow.*

It appears from the above table that all the four advertisement were given in different news papers but appeared on the same date and that too excluded the Urdu newspapers. Since the coaching scheme of the Ministry is primarily for the minority candidates, and it is expected that parents/guardians of the minority candidates generally read the Urdu newspapers. Therefore, the Samiti should have comprehended the situation and would have given few advertisements regarding the coaching scheme in Urdu dailies also.

### **III.3 SELECTION OF THE BENEFICIARIES:**

The applications were invited by the Samiti through advertisement. In response to the advertisement, Samiti received numerous applications which were scrutinised first at the Samiti level. The Samiti has reported to have constituted a Committee of experts to take interview of applicants for admission in coaching of Central Civil Service Examination. The interview committee consisted of the following experts:

1. *One Visiting Professor, Lucknow University.*
2. *One Professor of Social Work, Kashi Vidya Peeth, Varanasi.*
3. *One Social Scientist.*
4. *One Lecturer in Ancient Indian History, Lucknow University.*
5. *One Professor of History (Rtd.), Lucknow University.*
6. *One Lecturer, Literacy House, Lucknow.*

It seems that Samiti constituted a good panel of experts for the interview to select candidates for Coaching. However, some experts should have also been taken from science stream as well.

### **III.4 CASTE-WISE ENROLMENT OF BENEFICIARIES:**

The Study Point Samiti obtained funding support from the Ministry of Social Justice & Empowerment, Government of India to run coaching scheme for Indian Administrative Services and Provincial Civil Services entrance examinations at Lucknow and Dehradun. Pre-engineering coaching was also run at Lucknow and Dehradun Centres while coaching for pre-medical test was provided at Dehradun and Agra Centres.

**TABLE III.3: CASTE-WISE CANDIDATES ENROLLED BY STUDY POINT SAMITI FOR COACHING IN DIFFERENT DISCIPLINES (1999-2000)**

SL. NO.	CASTES	LUCKNOW CENTRE	DEHRADUN CENTRE	LUCKNOW CENTRE	
		IAS	PCS	PET	PMT
1.	Muslim	18(45.00)	2 (5.00)	13 (32.50)	11 (27.50)
2.	Sikh	3 (7.50)	- -	- -	1 (2.50)
3.	Christian	1 (2.50)	- -	- -	- -
4.	Other Backward Castes	7 (17.50)	6 (15.00)	16 (40.00)	20(50.00)
5.	Scheduled Castes	10(25.00)	17(42.50)	11(27.50)	8 (20.00)
6.	Scheduled Tribes	1 (2.50)	15 (37.50)	- -	- -
	<b>TOTAL</b>	<b>40(100.00)</b>	<b>40(100.00)</b>	<b>40(100.00)</b>	<b>40(100.00)</b>

**Note:** Figures in bracket indicate percentage.

**Source:** Study Point Samiti, Lucknow.

A review of the caste-wise candidates selected for coaching in these professional courses indicates that Study Point Samiti did not follow the guidelines of the Ministry. The Samiti did not give preference to the candidates of minority community in the selection of beneficiaries except in case of I.A.S. coaching. Whatever coaching was given by the Samiti that was given to the candidates who should have been given lesser representation. In table III.3 and III.4, this situation gets highlighted. In fact, the Department of Social Welfare, Government of U.P. runs a separate scheme of coaching for O.B.C., S.C. and S.T. candidates in Lucknow at Bhagidari Bhawan, Gomtinagar and at many district headquarters.

**TABLE III.4: CASTE-WISE CANDIDATES ENROLLED BY STUDY POINT SAMITI FOR COACHING IN DIFFERENT DISCIPLINES (1999-2000)**

SL. NO.	CASTES	DEHRADUN CENTRE		AGRA CENTRE
		P E T	P M T	P M T
1.	Muslim	4 (10.00)	3 (7.50)	2 (5.00)
2.	Sikh	- -	- -	1 (2.50)
3.	Christian	- -	2 (5.00)	1 (2.50)
4.	Other Backward Castes	6 (15.00)	7 (17.50)	23(57.50)
5.	Scheduled Castes	18(45.00)	20(50.00)	12(30.00)
6.	Scheduled Tribes	12(30.00)	8 (20.00)	1 (2.50)
	<b>TOTAL</b>	<b>40(100.0)</b>	<b>40(100.00)</b>	<b>40(100.00)</b>

**Note :** Figures in bracket indicate percentage.

**Source:** Study Point Samiti, Lucknow.

### **III.5 SUCCESS OF BENEFICIARIES:**

The Study Point Samiti reported the number of candidates who succeeded in examinations. The caste-wise number of such candidates has been presented in Table III.5 and III.6.

Both the tables shows that the success rate of minority candidates remained relatively poor as compared to the OBC and SC candidates. The better result of OBC and SC candidates may be largely on account of their reservation given by the government in different jobs. The minority candidates should have demonstrated better performance because the scheme was meant largely for them.

TABLE III.5: CASTE-WISE SUCCESSFUL CANDIDATES (1999-2000)

SL. NO.	CASTES	LUCKNOW CENTRE	DEHRADUN CENTRE	LUCKNOW CENTRE	
		IAS Preliminary	PCS Preliminary	PET	PMT
1.	Muslim	2 (11.11)	- -	1 (7.69)	2 (18.18)
2.	Sikh	- -	- -	- -	- -
3.	Christian	- -	- -	- -	- -
4.	Other Backward Castes	1 (14.29)	- -	2 (12.50)	2 (10.00)
5.	Scheduled Castes	2 (20.00)	4 (23.53)	1 (9.10)	- -
6.	Scheduled Tribes	1 (100.00)	2 (13.33)	- -	- -
	TOTAL	6 (15.00)	6 (15.00)	4 (10.00)	4 (10.00)

Note : Figures in bracket indicate percentage.

Source: Study Point Samiti, Lucknow.



TABLE III.6: CASTE-WISE SUCCESSFUL CANDIDATES (1999-2000)

SL. NO.	CASTES	DEHRADUN CENTRE				AGRA CENTRE	
		PET		PMT		PMT	
		No.	%	No.	%	No.	%
1.	Muslim	-	-	-	-	-	-
2.	Sikh	-	-	-	-	-	-
3.	Christian	-	-	-	-	-	-
4.	Other Backward Castes	-	-	1	(14.29)	-	-
5.	Scheduled Castes	2	(11.11)	-	-	-	-
6.	Scheduled Tribe	-	-	-	-	-	-
	<b>TOTAL</b>	<b>2</b>	<b>(5.00)</b>	<b>1</b>	<b>(2.50)</b>	<b>-</b>	<b>-</b>

**Note :** Figures in bracket indicate percentage.

**Source:** Study Point Samiti, Lucknow.



### **III.6 STIPEND:**

The president of Study Point Samiti claimed to have paid 50 per cent of the sanctioned stipend of Rs.500/- to outstation candidates and Rs.150/- to local candidates. It was verified by our research team whether the Samiti has actually paid the prescribed stipend or not. The sample respondent reported that they have received fifty per cent of their stipend. The president also informed that Samiti could not pay the total sanctioned stipend because last instalment is still to be released by the Ministry.

### **III.7 FACULTY:**

The Study Point has provided a list of the faculty which was involved in coaching. At Lucknow Centre, eleven faculty members were involved. Out of the eleven, 3 were Ph.D. – one each in Ancient History, Political Science and Public Administration, four had qualification in Public Administration, two are MBA, one M.Com and one MA in Ancient History. Faculty members with more or less similar qualifications were also involved at Dehradun Centre. The faculty members, on an average, were paid honorarium of Rs.200/- per lecture. Though in certain cases where faculty members had specialised qualification, they were paid higher honorarium.

### **III.8 MAINTENANCE OF ACCOUNTS:**

The Study Point Samiti seems to be a established N.G.O. It has maintained all the accounts record properly. We have examined the ledger and cashbooks relating to the

scheme. The receipt-payment and income-expenditure accounts were properly maintained. The accounts were audited by the Chartered Accountant M/s. Anoop Gupta & Co., Lucknow. The entire accounts related operations were conducted through Allahabad Bank, Extension Counter, Krishi Bhawan, Lucknow.

### **III.9 INFRASTRUCTURE OF THE SAMITI:**

The Samiti has most of the infrastructural facilities to runs the coaching scheme. It has a good office accommodation and 2 class rooms at its main office in Lucknow. Besides, the Samiti hires one more room for coaching purpose. At Dehradun, it has two classrooms in HIG flat and in Agra, it hired premises in a College. It has well equipped Computer Centre at its offices of Lucknow, Dehradun and Agra.

### **III.10 PROBLEMS FACED BY THE SAMITI:**

We had in-depth discussion with the President of the Samiti regarding the problems he realised in getting the scheme sanctioned from the Ministry and subsequently in its management. He was in view that the greatest difficulty he encounters in getting his application forwarded from the State level designated officials or from the Department of Social Welfare, Government of U.P. The channel of officers involved in recommendation is large and takes months to get application recommended from an official. He feels that this procedure is highly cumbersome and impractical and sometimes deliberate hindrances are created so that it becomes difficult to get the application recommended from the State level officials. Therefore, he was in view that any nodal agency, which should be autonomous in character, may be designated by the

Ministry of Social Justice & Empowerment, to recommend the applications of the NGO's. The Ministry also takes considerable time to release the second and final instalments of the sanctioned grant. Therefore, interruptions are bound to happen because of the financial problem. The duration of the Coaching Scheme also needs to be increased to nine months from mere three months.

## **CHAPTER IV**

# **IMPLEMENTATION OF COACHING SCHEME: SAHARA ACADEMY, KANPUR**

### **IV.1 INTRODUCTION:**

**S**ahara Academy is one of the NGOs in U.P., which has been selected by the Ministry of Social Justice and Empowerment, Government of India for coaching of the candidates of weaker section to succeed in professional and technical admissions. Academy is located in Arya Nagar, the central part of the Kanpur city. The NGO was established in the year 1993. Since its establishment, it is providing educational assistance to the students studying in schools as well as those who are looking for bright future in the field of Engineering, Medical Science, Bank Services, Defence, Management and Civil Services. This Academy is an educational institution – besides imparting education, they have also been sincere to work for the upliftment of the society. In this light, Academy is providing free education to the students of weaker section under the Government Scheme of coaching.

Recently, Academy has started training programmes in computers keeping in view the importance of computers in modern society. For this purpose, they have a separate place for the computer training classes in its building. There are four classrooms apart from one administrative chamber. Each classroom is having sufficient number of chairs for the students, black board and a separate set of chair and table for each teacher. Recently, they have also opened a library for the students. To avail library facility, a student has to pay Rs.250/- out of which Rs.150/- is refundable after successful completion of the course and Rs.100/- is towards library development charges, but there is no library charge for those students who are enrolled under the Government's weaker section scheme. Library facility is provided to them on no charge basis. However, enrolment to library membership is optional and depends on the interest of the students.

Dr. Reshma Khan, M.A., Ph.D. (Psychology) is the President/Director of the Academy and Dr. Shagufta Khan M.A., Ph.D. is Associate Director. Mr. Atul Nigam, M.Sc. (Physics), works in the capacity of Secretary and he is the most instrumental person of the Academy. As already been mentioned, that this Academy was started in the year 1993 and since then it is working as an educational institution in the Kanpur City and running different professional and academic courses. All the three persons, Director, Associate Director and Secretary of the Academy have a fair amount of experience of running the coaching centre and are managing coaching for the weaker section since 1998. They are having a total faculty of 22 teachers (including guest faculty) which provides expert guidance to the students in their respective fields. Apart from the regular lectures, faculty also provides Chapter-wise assignment, question sheets and test papers. On the whole, selection of Sahara Academy for imparting pre-examination coaching to weaker section candidates, based on economic criteria by the ministry of



Social Justice and Empowerment, Government of India seems to be justified on the basis of merits and expertise Academy had developed over the years.

#### **IV.2 SUBMISSION OF THE PROPOSAL:**

Sahara Academy informed to the research team of the Giri Institute of Development Studies, that first time in January 1995, Academy applied for the financial grant from the Ministry of Social Justice and Empowerment, Government of India, to run coaching for the weaker section of the society. Because of procedural delay, this project was sanctioned by the Ministry in 1998 for the academic year 1998-99. The Ministry sanctioned Rs.4,00,300/- to conduct the coaching for 120 students of weaker section, dividing 40 students for each course – Bank entrance examination, Engineering entrance examination and Medical entrance examination. The proposal was routed through the District Social Welfare Officer to Chief Development Officer to District Magistrate to Director, Social Welfare, Lucknow and finally the Secretary, Department of Social Welfare, Government of Uttar Pradesh. Ministry of Social Justice and Empowerment, Government of India reported to have revised the procedure of submission of application by the NGOs. The Ministry constituted a Designated Inspection Team (DIT), consisting of 5 to 6 persons, having Director, Schedule Caste/Tribe Research and Training Institute, Lucknow as the convenor of DIT.

The second time Sahara Academy applied for the financial support from the Ministry in 1999. This time Ministry had sanctioned Rs.14,07,000/- to run the coaching for 200 students of weaker section, dividing 50 students for each course – preparing for IAS/PCS entrance examination, Bank Entrance Examination, Engineering Entrance



Examination and Medical Entrance Examination. This division of students was applied in the Academy as per the norms fixed by the Government. The amount was sanctioned for the academic year 1999-2000.

#### **IV.3 ELIGIBILITY AND SELECTION OF CANDIDATES:**

The candidates whose parents or guardian's total income from all sources including the income of candidate does not exceed Rs.44,500/- annually are eligible for admission. The batch of candidates should not exceed 50 and each candidate is entitled to get admission for the coaching twice at the maximum. It was enquired by us from the Sahara Academy that what procedure was adopted by them to select the students/beneficiaries for imparting the coaching. The Director and Secretary of the Academy showed the clippings, brochures/pamphlets and posters through which advertisements were made. Advertisements were also made on the local T.V. channel. All the documents showed by the authorities of the Academy prove that they had made extensive advertisement according to the norms of the Ministry. It has been informed to us by the Secretary of the Academy that they had a selection committee, consisting of district officials and faculty members of the academy for the selection of the candidates.

#### **IV.4 STIPEND:**

There is a provision of stipend for the selected candidates. Rs.150/- per month for the outstation candidates and Rs.85/- per month for the local candidates. We have verified from the candidates about the payment of stipend which all of them reported to have received.

#### **IV.5 CASTE-WISE BENEFICIARIES:**

Sahara Academy is having experience of conducting coaching for weaker sections including minorities and other backward classes of two batches. First batch was given coaching by the Academy in the year 1998-99 and second was in the year 1999-2000. It has been informed to us by the Secretary of the Academy that the Academy has submitted a new proposal to get financial support from the Ministry of Social Justice and Empowerment, Government of India, to run the coaching for the candidates belonging to minority and other backward classes for the year 2000-2001.

For the session 1998-99, Sahara Academy selected 120 students belonging to minority and other Backward Classes for the coaching of Bank entrance examination, Engineering entrance examination and Medical entrance examination, consisting of 40 students for each entrance examination. Out of total 120 selected students for all the three entrance examination, 47 students were Muslim, 2 students were Sikh, 3 students were Scheduled Castes, 2 students were Christian and 66 students were from other Backward Classes (Table – IV.1).

**TABLE IV.1: CASTE-WISE CANDIDATES ADMITTED FOR COACHING IN BANK, ENGINEERING AND MEDICAL ENTRANCE EXAMINATIONS UNDER THE GOVERNMENT SCHEME**

CASTES	Bank Entrance Examination	Engineering Entrance Examination	Medical Entrance Examination
	NO. OF CANDIDATES	NO. OF CANDIDATES	NO. OF CANDIDATES
Muslim	19	13	15
Sikh	1	-	1
Other Backward Castes	19	26	21
Scheduled Castes	1	-	2
Christian	-	1	1
<b>TOTAL</b>	<b>40</b>	<b>40</b>	<b>40</b>

**Source: Sahara Academy, Kanpur**

Similarly, for the academic session 1999-2000, Academy started new batch and selected 200 students belonging to minority and other backward castes. Preparations for Administrative Service were also taken in this year. Out of total 200 candidates for all the four entrance examinations i.e., I.A.S./P.C.S., Bank, Engineering and Medical, dividing 50 candidates for each course, 156 selected candidates were Muslims, 19 candidates were Sikhs, 7 were OBC's, 10 were S.C's. and 8 were Christian's. Caste-wise division of selected candidates has been shown in Table – IV.2.

**TABLE IV.2: CASTE-WISE CANDIDATES ADMITTED FOR COACHING IN I.A.S., BANK, ENGINEERING AND MEDICAL ENTRANCE EXAMINATIONS (YEAR 1999-2000)**

CASTES	I.A.S./P.C.S.	BANK ENTRANCE EXAMINATION	ENGINEERING ENTRANCE EXAMINATION	(C.P.M.T.) MEDICAL ENTRANCE EXAMINATION
	No. of candidates	No. of candidates	No. of candidates	No. of candidates
Muslim	40	40	39	37
Sikh	3	5	2	9
Other Backward Castes	2	-	4	1
Scheduled Castes	4	1	3	2
Christian	1	4	2	1
<b>TOTAL</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>

Source: Sahara Academy, Kanpur

#### **IV.6 INCOME OF SELECTED BENEFICIARIES:**

Income-wise distribution of candidates, belonging to different castes and for different courses in the academic session 1998-99 has been shown in Table - IV.3, Table -IV.4 and in Table IV.5. Out of 40 selected candidates for Bank entrance examination, 19 were Muslim, 1 Sikh, 1 S.C., 19 OBC. Out of 40 selected candidates for Engineering Entrance Examination, 13 were Muslims, 26 were O.B.C.'s and 1 was Christian. Again, out of 40 selected students for Medical entrance examination, 15 were Muslims, 1 was Sikh, 21 were O.B.C.'s, 2 were S.C.'s and 1 was Christian. All these 120 students were

having their family income below Rs.24,000/- and were well under the income criteria laid by the Ministry of Social Justice and Empowerment, Government of India.

**TABLE IV.3: CASTE-WISE & INCOME-WISE DISTRIBUTION OF CANDIDATES ENROLLED FOR BANK ENTRANCE EXAMINATION**

(For Academic Session 1998-99)

INCOME GROUPS	Muslim	Sikh	O.B.C.	S.C.	Christian	Total
Below – 24,000	19	1	19	1	-	40
24,001-36,000	-	-	-	-	-	-
36,001 – 44,500	-	-	-	-	-	-
44,501 and above	-	-	-	-	-	-

Source: Sahara Academy, Kanpur

Similarly, income-wise distribution of selected candidates, belonging to different castes and courses for the academic session 1999-2000 has been shown in the Table IV.6, Table IV.7 and in Table IV.8. Out of 50 candidates selected for Administrative Service entrance examination, 40 were Muslims, 3 were Sikhs, 2 were O.B.C.'s, 4 were S.C.'s and 1 was Christian. Out of 50 candidates selected for Bank Entrance Examination, 40 were Muslims, 5 were Sikhs, 1 was S.C., 4 students were Christians. Out of 50 candidates selected for Engineering entrance examination, 39 were Muslims, 2 were Sikhs, 4 were OBC's, 3 were S.C.'s, 2 were Christians. Likewise, 50 candidates selected for Medical Entrance Examination, 37 were Muslims, 9 were Sikhs, 1 student was OBC, 2 students were S.C.'s and 1 was Christian.



**TABLE IV.4: INCOME-WISE & CASTE-WISE DISTRIBUTION OF CANDIDATES ENROLLED FOR ENGINEERING ENTRANCE EXAMINATION****(For Academic Session 1998-99)**

<b>INCOME GROUPS</b>	<b>Muslim</b>	<b>Sikh</b>	<b>O.B.C.</b>	<b>S.C.</b>	<b>Christian</b>	<b>Total</b>
<b>Below – 24,000</b>	13	-	26	-	1	40
<b>24,001-36,000</b>	-	-	-	-	-	-
<b>36,001 – 44,500</b>	-	-	-	-	-	-
<b>44,501 and above</b>	-	-	-	-	-	-

**Source: Sahara Academy, Kanpur****TABLE IV.5: INCOME-WISE & CASTE-WISE DISTRIBUTION OF CANDIDATES ENROLLED FOR MEDICAL ENTRANCE EXAMINATION****(For Academic Session 1998-99)**

<b>INCOME GROUPS</b>	<b>Muslim</b>	<b>Sikh</b>	<b>O.B.C.</b>	<b>S.C.</b>	<b>Christian</b>	<b>Total</b>
<b>Below – 24,000</b>	15	1	21	2	1	40
<b>24,001-36,000</b>	-	-	-	-	-	-
<b>36,001 – 44,500</b>	-	-	-	-	-	-
<b>44,501 and above</b>	-	-	-	-	-	-

**Source: Sahara Academy, Kanpur**



**TABLE IV.6: CASTE-WISE & INCOME-WISE DISTRIBUTION OF CANDIDATES ENROLLED FOR I.A.S. ENTRANCE EXAMINATION (YEAR 1999-2000)**

<b>INCOME GROUPS</b>	<b>Muslim</b>	<b>Sikh</b>	<b>O.B.C.</b>	<b>S.C.</b>	<b>Christian</b>	<b>Total</b>
<b>Below – 24,000</b>	4	1	-	1	-	6
<b>24,001-36,000</b>	25	1	1	3	1	31
<b>36,001 – 44,500</b>	9	1	1	-	-	11
<b>44,501 and above</b>	2	-	-	-	-	2
<b>TOTAL</b>	<b>40</b>	<b>3</b>	<b>2</b>	<b>4</b>	<b>1</b>	<b>50</b>

Source: Sahara Academy, Kanpur

**TABLE IV.7: CASTE-WISE & INCOME-WISE DISTRIBUTION OF CANDIDATES ENROLLED FOR BANK ENTRANCE EXAMINATION (YEAR 1999-2000)**

<b>INCOME GROUPS</b>	<b>Muslim</b>	<b>Sikh</b>	<b>O.B.C.</b>	<b>S.C.</b>	<b>Christian</b>	<b>Total</b>
<b>Below – 24,000</b>	5	-	-	-	-	5
<b>24,001-36,000</b>	25	3	-	1	4	33
<b>36,001 – 44,500</b>	10	2	-	-	-	12
<b>44,501 and above</b>	-	-	-	-	-	-
<b>TOTAL</b>	<b>40</b>	<b>5</b>	<b>-</b>	<b>1</b>	<b>4</b>	<b>50</b>

Source: Sahara Academy

**TABLE IV.8: INCOME-WISE CASTE-WISE DISTRIBUTION OF CANDIDATES ENROLLED FOR ENGINEERING ENTRANCE EXAMINATION (YEAR 1999-2000)**

<b>INCOME GROUP</b>	<b>Muslim</b>	<b>Sikh</b>	<b>O.B.C.</b>	<b>S.C.</b>	<b>Christian</b>	<b>Total</b>
<b>Below - 24,000</b>	10	-	-	1	-	11
<b>24,001-36,000</b>	23	1	4	2	2	32
<b>36,001 - 44,500</b>	6	1	-	-	-	7
<b>44,501 and above</b>	-	-	-	-	-	-
<b>TOTAL</b>	39	2	4	3	2	50

Source: Sahara Academy, Kanpur

**TABLE IV.9: INCOME-WISE & CASTE-WISE DISTRIBUTION OF CANDIDATES ENROLLED FOR MEDICAL ENTRANCE EXAMINATION (YEAR 1999-2000)**

<b>INCOME GROUP</b>	<b>Muslim</b>	<b>Sikh</b>	<b>O.B.C.</b>	<b>S.C.</b>	<b>Christian</b>	<b>Total</b>
<b>Below - 24,000</b>	7	1	-	-	-	8
<b>24,001-36,000</b>	12	2	-	2	-	16
<b>36,001 - 44,500</b>	13	5	1	-	-	19
<b>44,501 and above</b>	5	1	-	-	1	7
<b>G. TOTAL</b>	37	9	1	2	1	50

Source: Sahara Academy, Kanpur

The maximum number of candidates i.e, 191 out of 200 belonged to those families that have income below Rs.44500/- and were well under the economic criteria laid by the Ministry. Only 9 candidates out of 200 were found whose family income was more than Rs.44,501/- and were not under the economic criteria laid by the Ministry of Social Justice and Empowerment, Government of India. Out of these nine candidates, 2 were Muslims enrolled for Indian Administrative Service, 5 Muslims enrolled for Medical, 1 Sikh and 1 Christian admitted for Medical Entrance Examination for the season 1999-2000.

#### **IV.7 ACHIEVEMENTS:**

Caste-wise number and percentage of candidates selected in Sub-Ordinate Entrance Examination, Engineering Entrance Examination and various Medical Entrance Examinations in the year 1998-99 has been shown in Table-IV.10. In Sub-Ordinate examination, out of 40 candidates, 3 have been reported to have cleared the entrance examination. In Percentage term, it comes to 7.50. In Engineering Entrance Examination the success rate was also 7.50 per cent but for various medical entrance examinations this rate was almost double i.e., 12.50 per cent.

Sahara Academy had added one more coaching programme along with three previous others i.e., of I.A.S/P.C.S. entrance examination during the season 1999-2000, as stated earlier. In this academic season the success rate for Administrative Services Entrance examination was 8 per cent and for subordinate entrance exams was also 8 per cent, For Engineering Entrance Examination, it was 10 per cent and for Medical Entrance examination the success rate remained 8 per cent. The Table IV.11 clearly

Indicates the castewise, number and percentage of candidates, selected in all the four entrance examinations.

**TABLE IV.10: CASTE-WISE NUMBER AND PERCENTAGE OF CANDIDATES SELECTED IN VARIOUS ENTRANCE EXAMINATIONS (YEAR 1998-99)**

CASTES	SUB-ORDINATE EXAMINATION		ENGINEERING ENTRANCE EXAMINATION		VARIOUS MEDICAL ENTRANCE EXAMINATIONS	
	Total Candidates	No. of Selected Candidates	Total Candidates	No. of Selected Candidates	Total Candidates	No. of selected candidates
Muslim	19 (100.00)	1 (5.26)	13 (100.00)	2 (15.38)	15 (100.00)	2 (13.33)
Sikh	1 (100.00)	1 (100.00)	—	—	1 (100.00)	—
Other Backward Castes	19 (100.00)	1 (5.26)	26 (100.00)	1 (3.85)	21 (100.00)	2 (9.52)
Scheduled Castes	1 (100.00)	—	—	—	2 (100.00)	1 (50.00)
Christian	—	—	1 (100.00)	—	1 (100.00)	—
<b>TOTAL</b>	<b>40 (100.00)</b>	<b>3 (7.50)</b>	<b>40 (100.00)</b>	<b>3 (7.50)</b>	<b>40 (100.00)</b>	<b>5 (12.50)</b>

**Note :** Figures in Bracket Indicates percentage

**Source:** Sahara Academy, Kanpur

**TABLE IV.11: CASTE-WISE, NUMBER AND PERCENTAGE OF CANDIDATES SELECTED IN VARIOUS ENTRANCE EXAMINATIONS**

(Year 1999-2000)

CASTE	IAS/PCS		SUB-ORDINATE		ENGINEERING		MEDICAL	
	Total Candidates	No. of Selected Candidates	Total Candidates	No. of Selected Candidates	Total Candidates	No. of Selected Candidates	Total Candidates	No. of selected candidates
Muslim	40 (100.0)	4 (10.00)	40 (100.0)	4 (10.00)	39 (100.0)	5 (12.82)	37 (100.0)	3 (8.11)
Sikh	3 (100.0)	-	5 (100.0)	-	2 (100.0)	-	9 (100.0)	1 (11.11)
Other Backward Castes	2 (100.0)	-	-	-	4 (100.0)	-	1 (100.0)	-
Scheduled Castes	4 (100.0)	-	1 (100.0)	-	3 (100.0)	-	2 (100.0)	-
Christian	1 (100.0)	-	4 (100.0)	-	2 (100.0)	-	1 (100.0)	-
<b>TOTAL</b>	<b>50 (100.0)</b>	<b>4 (8.00)</b>	<b>50 (100.0)</b>	<b>4 (8.00)</b>	<b>50 (100.0)</b>	<b>5 (10.00)</b>	<b>50 (100.0)</b>	<b>4 (8.00)</b>

**Note :** Figures in Bracket Indicates percentage

**Source:** Sahara Academy, Kanpur

#### **IV.8 FACULTY:**

Sahara Academy employed well qualified teachers to coach the candidates during the entire period for Bank, Medical and Engineering Entrance Examination and nine months period of time for Administrative Service Entrance Examination. The officials of the Academy reported us that they have employed few faculty members on the consolidated

salary/honorarium of Rs.3000/- per month and other members were paid Rs.200/- lecture. All faculty members were Post-Graduate and few of them had Doctor Degree. Besides this, many guest faculty member were also invited from time to time. Each of them were paid Rs.200/- per lecture, with the care that each guest faculty member does not take more than 3 lectures in a month. All of them were reputed lecturers in Inter/Degree Colleges of the city. The Secretary of the academy Mr. / Nigam informed us that occasionally he himself use to take Physics classes as he having Master's Degree in Physics. Our research team also met some of the Faculty Members while they were taking class. All of them appeared to be competent and good teachers in respective areas.

#### **IV.9 MAINTENANCE OF THE GRANT'S ACCOUNT:**

The Ministry of Social Justice and Empowerment, Government of India had sanctioned to Sahara Academy Rs.4,00,300/- to conduct the coaching of 120 students for the academic year 1998-99. Second time, this Academy got a sanction of Rs.14,07,000/- to run the coaching of 200 students for the academic year 1999-2000. The authorities of the Academy told us that they have maintained a separate account of receipts and payments made by them to the Faculty members and stipends paid to the students. Their ledgers and cash books were properly maintained and Bank operations were found to be up-to-date.



#### **IV.10 VIEWS OF ACADEMY OFFICIALS:**

We had detail discussion with Dr. Reshma Khan, Director, Dr. Shagufta Khan, Associate Director and Mr. Atul Nigam, Secretary of the Academy regarding their views and experiences about the Pre-examination Coaching Scheme for weaker section, based on economic criteria. They all were emphasising that the time allotted for Sub-ordinate, Engineering and various Medical Entrance Examination is not sufficient for the candidates and should be at least 9 months instead of 3 months. Dr. Reshma Khan and Dr. Shagufta Khan felt that they themselves belong to the minority community and are encouraging not only minority candidates but also putting an example in front of Muslim females. They firmly believe that they can achieve better results through their coaching, if they are permitted to run classes for 9 months for Bank, Medical and Engineering Entrance Examinations.

#### **IV.11 SUMMARY:**

Sahara Academy came into existence in the year 1993, for providing educational assistance to the candidates/students of different professional courses. All the three key persons of the Saharan Academy namely Dr. Reshma Khan, Dr. Shagufta Khan and Mr. Atul Nigam are well qualified and devoted towards students and institute. They had managed successfully two academic years i.e., 1998-99 and 1999-2000 of Pre-examination coaching to weaker section candidates, based on economic criteria by getting financial grant from the Ministry of Social Justice and Empowerment, Government of India. They have employed qualified teachers to coach the candidates/students, without taking any kind of charges or fees from any student as per

rule laid by the Ministry. They have paid a stipend of Rs.150/- per month to out station students and Rs.85/- per month to the local students. All the faculty members told us to have received salary/honorarium in time and the amount was same as informed by the Academy.

All the students/candidates were selected for the coaching according to the castes and economic norms, laid by the Ministry. Except a few (9 candidates out of 200) were having their father's/Guardian's family income slightly higher than Rs.44,500/- per annum in the academic year 1999-2000. The success rate in written/qualifying examination was 8 to 10 per cent and is to be considered as an indicator of successful effort of the Academy. On the whole, the Sahara Academy appears to have managed the coaching scheme satisfactorily.

## **CHAPTER V**

# **COACHING SCHEME FOR WEAKER SECTION: U.P. GOVERNMENT**

### **V.1 INTRODUCTION:**

It was realised that the success of weaker section candidates like other Backward Castes (OBC's), Scheduled Castes (SC's) and Scheduled Tribes (ST's) in different competitive examinations like IAS, PCS, Banks, Railways, Defence Services etc. has not been equivalent to the extent of reservation made for such candidates in the appointment to these services. Therefore, in order to increase educational level and prepare such candidates for getting success in competitive jobs, the government of U.P. established an institute named – Chatrapati Shahuji Maharaj Research & Training Institute at Lucknow on 26 July, 1997. The Institute is popularly known as 'Bhagidari Bhawan', located at Gomtinagar, Lucknow.

The Institute provides coaching to candidates of Other Backward Castes, Scheduled Castes and Scheduled Tribes for Central and State Civil Services. The State Government of U.P. Order (GO) envisages the Institute to take up the task of coaching to weaker section candidates willing to appear for jobs in Banks, Railways, National

Defence Academy, Life Insurance Corporation of India and other Public Sector Undertakings.

## **V.2 RESERVATION OF SEATS:**

The Institute has intake capacity of 300 candidates. Out of these, 50 per cent, 45 per cent and 5 per cent seats are reserved for the candidates of other backward castes, scheduled castes and scheduled tribes respectively.

## **V.3 ADMISSION PROCEDURE:**

The Director, Bhagidari Bhawan makes an advertisement in most of the leading dailies of the state for inviting applications from the candidates of OBC's, SC's and ST's who wish to join coaching. The criteria of submitting application is that the income of parents/guardian from all sources should not be more than Rs.60,000/- per annum. Later on, the Director Bhagidari Bhawan constitutes a selection committee consisting of Director, Department of Social Welfare, Director, Department of Backward Castes, Director, Department of Scheduled Tribes and the Director, Bhagidari Bhawan himself. They may nominate their representative in case of their inability to attend the selection committee. The application of eligible candidates are sorted out and only those candidates are called for the interview and final selection who fulfill eligibility criteria. Thus, it has been reported that the selection of candidates is made strictly on the merit basis only from among the OBC, SC and ST candidates. The merit remains the sole criteria and no recommendation of any sort is entertained for admission.

#### **V.4 FACILITIES PROVIDED:**

The Institute provides all basic facilities to the selected candidates. The coaching in different disciplines is residential. They are provided free boarding and lodging facilities. Vegetarian food is served and on an average Rs.35/- per candidate per day is spent by the Institute on food. Library facility is also provided free of cost. The hostel rooms are on twin sharing basis. Two chairs and two tables are provided in each room. Two books are issued to a candidate for one week from the library. Timings of the library are from 10 A.M. to 5 P.M. Hostel facility is provided to all candidates. On the whole, average levels of facilities are provided free of cost to the selected candidates.

#### **V.5 FACULTY:**

The Institute does not have permanent faculty for imparting coaching. Therefore, guest faculty members are invited from outside. They are paid an honorarium of Rs.250/- per day. However, they are not given travelling expenses. Generally, two periods per day are allotted to each teacher. For every batch of candidates, 20 to 25 guest faculty members are called for. Every batch has five (5) months duration. For preliminary coaching of civil services, two classes per day are held while the main coaching of civil services has three classes per day.

**V.6 ADVERTISEMENT:**

The Institute advertises in major dailies of the state about the coaching scheme. The advertisement for preliminary Civil Services coaching is made in the month of November and for main coaching in the month of July.

**V.7 CANDIDATES SELECTED FOR CIVIL SERVICES COACHING:**

As reported by the officials of Institute that coaching for different examinations was started in the year 1997. However, the candidates for coaching of Civil Services Examination, were selected for the first time in 1998-99. A total of 15 candidates were selected, out of which around 86 per cent were OBC's and 2 per cent each of SC's and ST's. During the subsequent year, number of selected candidates increased to 54 in which 74 per cent were SC's, 4 per cent ST's and remaining 22 per cent OBC's. In the year 1999, the number of selected candidates for Civil Services Coaching increased to 100 in which 67 per cent were OBC's and 33 per cent SC's. No ST candidate was selected during this year. During the year 2000, 50 candidates were selected in which 52 per cent were SC's, 46 per cent OBC's and 2 per cent ST's. In the same year, only 1 SC candidate was selected for the second batch started from 8 August 2000 and that ended on 31 December, 2000.

In this way, it appears that Institute has not decided the intake of candidates for Civil Services Coaching. Besides, the reservation of candidates on caste-basis has also not been followed. In following Table V.1, caste-wise number of candidates admitted for Civil Services Coaching have been shown:



**TABLE V.1 : CASTE-WISE NUMBER OF CANDIDATES ADMITTED FOR CIVIL SERVICE COACHING**

BATCH	DURATION	CANDIDATES			
		SC	ST	OBC	TOTAL
I	26-07-87 to 25-12-87	-	-	-	-
II	10-08-88 to 09-01-89	1 (6.67)	1 (6.67)	13 (96.66)	15 (100.0)
III	20-12-88 to 09-01-89	40 (74.07)	2 (3.70)	12 (22.23)	54 (100.0)
IV	30-09-89 to 12-11-89	1 (33.33)	-	2 (66.67)	3 (100.0)
V	15-12-00 to 6-6-2000	26 (52.00)	1 (2.00)	23 (46.00)	50 (100.0)
VI	1-8-00 to 31-12-2000	1 (100.0)	-	-	1 (100.0)

Note : Figures in bracket indicate percentage.

Source: *Chatrapati Shahuji Maharaj Research & Training Institute, (Bhagidari Bhawan), Lucknow.*

#### **V.8 CANDIDATES SELECTED FOR SUB-ORDINATE SERVICES COACHING:**

The coaching for the Sub-Ordinate Services was started in the year 1997 when Institute was established. It is evident from Table V.2 that the Institute did not decide a definite intake of candidates. In 1997, 150 candidates were enrolled while during subsequent period of 1998-99, the number of enrolled candidates dropped to only 25. During subsequent years also, enrolment of candidates showed no fixed pattern. It appears that Institute did not follow the guidelines of admission regarding the reservation of candidates. During all the years, substantial number of scheduled caste candidates

were enrolled, though the backward castes candidates should have got at least 50 per cent reservation. In Table V.2, year-wise number of candidates selected for subordinate coaching has been shown:

**TABLE V.2 : CASTE-WISE NUMBER OF CANDIDATES ADMITTED FOR SUBORDINATE SERVICES COACHING**

BATCH	DURATION	CANDIDATES			TOTAL
		SC	ST	OBC	
I	26-07-97 to 25-12-97	98 (65.33)	6 (4.00)	46 (30.67)	150 (100.0)
II	10-08-98 to 09-01-99	16 (64.00)	4 (16.00)	5 (20.00)	25 (100.0)
III	20-12-98 to 09-01-99	81 (48.21)	8 (4.76)	79 (47.03)	168 (100.0)
IV	30-09-99 to 12-11-99	91 (73.39)	13 (10.48)	20 (16.13)	124 (100.0)
V	15-12-00 to 06-06-00	74 (44.85)	10 (6.06)	81 (49.09)	165 (100.0)
VI	01-08-00 to 31-12-00	56 (59.58)	19 (20.21)	19 (20.21)	94 (100.0)

Note : Figures in bracket indicate percentage.

Source: Chatrapati Shahuji Maharaj Research & Training Institute, (Bhagidari Bhawan), Lucknow.

### **V.9 COACHING AT DISTRICT LEVEL:**

Besides running residential coaching at Bhagidari Bhawan, Lucknow, the Department of Social Welfare, Government of U.P. has been running the coaching centres at different districts of the State. The Centres were opened in the district of Allahabad, Gorakhpur,

Varanasi, Jhansi, Lucknow and Haridwar. The main task at these Centres was to impart coaching for State Civil Services only. However, the scheme became disarranged in most of the districts over the years due to lack of candidates, teachers and other support facilities. The officials of the Department of Social Welfare admitted this fact that the coaching scheme at the district level could not make much headway. However, Department of Social Welfare provided the following information as shown in Table V.3 which indicates the number of candidates admitted for PCS Coaching in different districts.

**TABLE V.3: YEAR-WISE NUMBER OF CANDIDATES ADMITTED FOR P.C.S. COACHING IN DIFFERENT DISTRICTS**

DISTRICTS	95-96	96-97	97-98	98-99	99-2000	2000-01
ALLAHABAD	50	50	50	50	50	21
GORAKHPUR	-	16	26	28	42	28
VARANASI	27	-	25	42	35	-
JHANSI	50	23	23	41	-	-
LUCKNOW	95	27	52	89	111	27
ALLAHABAD	50	50	50	-	-	44

Note : Figures in bracket indicate percentage.

Source: *Chatrapati Shahuji Maharaj Research & Training Institute (Bhagidari Bhawan), Lucknow.*

Moreover coaching for pre-engineering has been given in the district of Haridwar where 18 to 25 candidates were admitted each year from 1995-96 to 2000-2001 with the exception of 1998-99 when no candidate was enrolled.

**V.10 RESULT IN CIVIL SERVICES:**

In view of the candidates enrolled for civil services coaching, the selection result has been very poor. Out of the total candidates enrolled during different years, only 2 candidates belonging to other backward castes could achieve success. During all the years, not a single candidate could achieve success. The information furnished by the Institute showing the result of candidates selected in civil services has been presented in Table V.4.

**TABLE V.4 : CASTE-WISE CANDIDATES SELECTED IN CIVIL SERVICES**

DURATION	NO. OF CANDIDATES			
	S.C.	S.T.	O.B.C.	TOTAL
26-07-97 to 25-12-97	-	-	-	-
10-08-98 to 09-01-99	-	-	-	-
20-12-98 to 31-05-99	-	-	2 (16.67)	2 (3.70)
30-09-99 to 12-11-99	-	-	-	-
15-01-20 to 08-08-20	-	-	-	-
01-08-20 to 31-12-20	-	-	-	-

**Note** : Figures in bracket indicate percentage.

**Source:** Chatrapati Shahaji Maharaj Research & Training Institute (Bhagidari Bhawan), Lucknow.

**V.11 RESULT OF SUB-ORDINATE SERVICES:**

The result of candidates who obtained coaching for Civil Services examination was found to be better. In the initial years of coaching, the result was poor but during 1998-99, around 28 per cent of the sub-ordinate candidates obtained success. However during subsequent years, the result showed downward trend from 18 per cent during 1999 to 11 per cent in the year 2000. The result of the candidates who succeeded in competing the sub-ordinate services examination has been depicted in Table V.5.

**TABLE V.5: CASTE-WISE CANDIDATES SELECTED IN SUB-ORDINATE SERVICES**

DURATION	NO. OF CANDIDATES			
	S.C.	S.T.	O.B.C.	TOTAL
26-07-97 to 25-12-97	5 (5.10)	-	4 (8.70)	9 (6.00)
10-08-98 to 09-01-99	1 (6.25)	-	-	1 (4.00)
20-12-98 to 31-05-99	31 (38.27)	2 (25.00)	12 (15.19)	45 (26.79)
30-09-99 to 12-11-99	13 (14.29)	4 (30.77)	5 (25.00)	22 (17.74)
15-01-20 to 06-06-20	11 (14.86)	1 (10.00)	6 (7.41)	18 (10.91)
01-08-20 to 31-12-20	-	-	-	-

Note : Figures in bracket indicate percentage.

Source: Chatrapati Shahuji Maharaj Research & Training Institute (Bhagidari Bhawan), Lucknow

**V.12 STAFF IN THE INSTITUTE:**

There is one Director, one Deputy Director and one Joint Director who are the main officers to manage the Coaching Scheme. To support the management, 22 office staff that includes clerks and accounts staff, peons as other support staff are there. The details are as follows:

**TABLE V.6: STAFF OF BHAGIDARI BHAWAN, LUCKNOW**

SL. NO.	DESIGNATION	NO.
1.	Director	1
2.	Deputy Director	1
3.	Joint Director	1
4.	Office Staff	22
5.	Peon (Regular)	4
6.	Other fourth class staff.	4

Source: *Chattrepati Shahuji Maharaj Research & Training Institute (Bhagidari Bhawan), Lucknow.*



**V.13 INFRASTRUCTURE:**

The Bhagidari Bhawan is a large building. The accommodation appears to be quite appropriate to accommodate the coaching of candidates. There are 7 class rooms, rooms for office purpose, 125 rooms in boys hostel and 25 rooms in girls hostel and rooms used for library purpose. The main building, hostel and classrooms are in good condition while condition of canteen is average. There is a playground also. Computer generator and one car are also there. The list of major infrastructural facilities is as under:

**I. ACCOMMODATION:**

1.	No. of class room	7
2.	No. of Halls	1
3.	No. of rooms used for office purpose	6
4.	Rooms in Boys Hostel	125
5.	Rooms in Girls Hostel	25
6.	Rooms in Library	3

**II. OTHER FACILITIES:**

1.	Car	1
2.	Generator	1
3.	Overhead Projector	1
4.	Computer	1

### III. CONDITION OF INFRASTRUCTURE:

1.	Building	Good
2.	Hostel	Good
3.	Class Rooms	Good
4.	Canteen	Average
5.	Play Ground	Sufficient

### V.14 GRANTS AND EXPENDITURE:

The entire programme of coaching is funded by the State Government through grants-in-aid. The State Government provided an aid of Rs.31.11 lakhs during 2000-2001. Out of this grant, major part was spent on the payment of salaries and wages. Beside it, around 29 per cent were spent on providing food to the candidates and 12 per cent was spent on the payment of honorarium to the teachers invited to teach the various subjects. The expenditure on remaining items were meager as the Table V.7 table shows:

TABLE V.7: U.P. GOVT.'S GRANT FOR THE YEAR 2000-2001

(Rs. in lakh)

SL. NO.	ITEMS	PROVISION	DISBURSEMENT
1.	Salary	6.73	6.73
2.	Wages	1.50	1.50
3.	D.A.	2.73	2.73
4.	Other Allowances	0.55	0.55
5.	Honorarium	3.75	3.75
6.	Office Expenses	0.75	0.75
7.	Electric Expenses	1.80	1.80
8.	Office/furniture and Instruments	0.12	0.12
9.	Telephone	0.20	0.20
10.	Vehicle	0.10	0.10
11.	Machines	2.00	2.00
12.	Materials	0.71	0.71
13.	Foods	9.00	9.00
14.	Other Expenses	1.00	1.00
15.	Leave Travel Expenses	0.15	0.15
16.	Computer Expenses	0.02	0.02
	<b>TOTAL</b>	<b>31.11</b>	<b>31.11</b>

Source: Chatrapati Shahuji Maharaj Research &amp; Training Institute (Bhagidari Bhawan, Lucknow).

## **CHAPTER VI**

# **COMPARISON OF COACHING SCHEME RUN BY NGO'S & GOVERNMENT OF U.P.**

**VI.1** In the preceeding Chapters, coaching scheme sponsored by the Ministry of Social Justice & Empowerment, Government of India, implemented through NGO's in the State of U.P. has been` examined. Besides, Coaching Scheme of the government of U.P. has also been evaluated. Now a comparative scenario is being presented in this Chapter in order to understand the comparative efficiency of schemes implemented by the NGO's and the State Government of U.P.

**VI.2** The Central government scheme is based on the economic criteria for the candidates belonging to weaker section including minorities. The scheme excludes SC/ST/OBC candidates but permits them join the scheme where separate coaching centres for them are not available. The income of parents including candidate's himself should not exceed Rs.44,500 annually.

The U.P. Government scheme of coaching is meant only for the candidates of OBC, SC and ST with a reservation of 50 per cent, 45 per cent and 5 per cent respectively. The general caste candidates of both majority and minority community have not been permitted to join the coaching of the state government. The income limit is Rs.80,000/- per annum which is higher than the income limit prescribed under the coaching schemes of the Ministry of Social Justice & Empowerment, Government of India. In this way, while the central government scheme of coaching is based on economic criteria, the coaching scheme of U.P. government is based on caste criteria.

VI.3 The submission and subsequently the sanction of proposal to obtain financial support to run coaching centres by the NGO's is through a chain of checks in the form of recommendation from the Department of Social Welfare or DIT with the assumption that only genuine and competent NGO's are to be involved. The government of U.P. provides recurring grants-in-aid to run coaching centres and the process of initiation to start coaching is automatic and depends upon the officials involved.

VI.4 The implementing NGO's have to give due publicity to invite applications from eligible candidates in prominent regional newspapers including Urdu newspapers. The state government scheme is also advertised in the similar way. So NGO's as well as state government give due publicity to the scheme through newspapers.

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- VI.5 The NGO's constitute selection committee to select the candidates by taking persons from different walk of life. The selection committee constituted in case of State Government Scheme mostly consisted of government officials. Thus, there is a transparency in the constitution and selection of beneficiaries under the scheme run by NGO's, it is bureaucratic in case of state government scheme of coaching.
- VI.6 The coaching scheme of the Ministry of Social Justice & Empowerment, Government of India is non-residential for the candidates while the scheme run by the government of U.P. is residential. The candidates are provided free boarding & lodging facilities by the State Government.
- VI.7 The NGO's invite guest faculty members for imparting coaching under the government of U.P. scheme. Guest lecturers are also invited. While NGO's pay generally Rs.200/- per lecture, the honorarium is Rs.250/- under the state government scheme. The duration of coaching is of three months in case of former while it is of 5-6 months in case of later.
- VI.8 There is a provision of payment of stipend to the candidates enrolled by the NGO's. Generally the rates are Rs.85/- per month to local candidates and Rs.250/- per month to outstation candidates. There is no provision of such stipend under the government of U.P. Scheme. It is so because the U.P. government scheme is residential where free stay and food are provided.

**VI.9** NGO's seem to possess relatively inadequate infrastructural facilities to run the Coaching Centres. Generally, the needed infrastructural facilities are arranged by the NGO's. There is no doubt to the fact that NGO's have demonstrated their capacity to manage the required facilities. In case of U.P. government scheme, huge infrastructure has been created exclusively for the scheme.

**VI.10** The funding support to the NGO's from the Ministry of Social Justice & Empowerment, Government of India is inadequate and untimely also. There is complete mismatch between the need of a NGO to run the scheme and money provided to it by the Ministry. While there is no such problem in case of Government of U.P. Scheme. The government of U.P. scheme is supported by the recurring grant-in-aid.

**VI.11** The NGO's do not employ large number of staff to manage the scheme. On the contrary, around 33 officials/staff have been employed exclusively for the management of scheme.

**VI.12** The success rate of enrolled candidates in case of NGO's has been found to be around 10 per cent, while the success rate of candidates in PCS examination enrolled under the U.P. government scheme has been hardly 2-3 per cent. Though it is certainly higher in case of sub-ordinate services.

**VI.13** In view of funding support extending by the Ministry of Social Justice & Empowerment, Government of India to NGO's to run coaching scheme and the infrastructural and financial backing given by the U.P. government to run the coaching scheme through its Department of Social Welfare, the performance of NGO's seems to be definitely better.

## **CHAPTER VII**

### **SUMMARY AND SUGGESTIONS**

**T**he following summary emerges from the analysis carried out in the previous chapters:

#### **VII.1 SUMMARY:**

1. The procedure of submission of application by the NGO's to the Ministry of Social Justice & Empowerment, Government of India through the Department of Social Welfare, Government of U.P. or through the Designated Inspection Team (DIT) constituted by the Ministry, is absolutely irrelevant and in practical as the whole procedure consumes lot of time and leads to the hindrances and undue delay in getting the project sanctioned in due time.
2. The objective of coaching scheme of the Ministry of Social Justice & Empowerment, Government of India is unclear and ambiguous. The scheme states that coaching would be provided to the candidates

belonging to weaker section including minorities. The scheme excludes SC/ST/OBC candidates but permits them to join where separate coaching centres are not available to them. In case of U.P., special coaching facility is being provided to SC/ST/OBC candidates but they also seek admission in the coaching scheme of the Ministry of Social Justice & Empowerment, Government of India. Therefore, SC/ST/OBC candidates are doubly benefited at the cost of minority candidates.

3. The Ministry of Social Justice & Empowerment hardly releases sanctioned grant to NGO's in time. The NGO's have been studied reported to have got the first instalment but the balance has not been paid though NGO's have completed the task. This sort of mismatch definitely effects the quality of coaching and final outcome, i.e., the success of candidates.
4. The funding support is given to NGO's to run the coaching scheme. NGO's are not supported for their capacity building or infrastructural upgradation. Therefore, NGO's manage the required resources/ infrastructure by themselves, which put some sort of constraints in getting the good success rate.
5. As has been observed and reported by the NGO's also that payments of stipend do not work as an inducement to the candidates to seek admission in coaching scheme.

6. The three months duration of the coaching, as prescribed under the scheme, is insufficient to prepare the candidates to achieve success in competitive atmosphere of today. What is the sense of giving three months of coaching under the government scheme while private institutions provide coaching of 9-12 months duration.
7. There is no strategy of in-between monitoring and evaluation to evaluate the running of the coaching scheme by the NGO's.

## **VII.2 SUGGESTIONS:**

1. The name of the coaching scheme may be redesigned to make it self-explanatory. Since coaching schemes are being run for SC/ST/OBC candidates exclusively by different states, the present scheme of coaching may be made exclusively for the minority candidates. The new scheme may be called as – Scheme of Pre-Examination Coaching for Minorities based on economic criteria. Such restructuring will benefit the poorer minority candidates whose representation in government services has been remarkably poor.
2. The present procedure of routing the application of NGO's through the Department of Social Welfare or Designated Inspection Team (DIT) may be changed as it consumes considerable time and delays the sanction. In each state, one autonomous Social Science Research Institute may be designated to receive application from the NGO's, examine their



bonafides and forward to the Ministry of Social Justice and Empowerment, government of India for final sanction. In the state of U.P., Giri Institute of Development Studies, Lucknow may be designated for this task.

3. The involvement of only those NGO's should be ensured who have achieved reputation of running the coaching classes for competitive services and professional courses admission. Such NGO's who have no expertise or experience should not be entertained. The NGO's who run coaching classes for general candidates should be identified and be asked to enroll few candidates on the sponsorship of the Ministry of Social Justice & Empowerment. No separate class should be allowed for sponsored candidates. Both type of candidates – general and Ministry sponsored should study together. It will improve the quality of coaching and increase the competitive spirit and success rate.
4. The duration of coaching should be increased to 9-12 months in place of existing 3 months. The three months duration is inadequate to prepare weaker section candidates for any competitive examination.
5. The provision of stipend payment stipulated under the existing scheme should be done away with as it has been observed that stipend is no incentive for coaching enrolment in competitive examination.

6. The Ministry of Social Justice & Empowerment should ensure that grants sanctioned to NGO's must be released in time and there should not be mismatch between requirement and release of grant.
7. The Coaching Scheme of the Ministry of Social Justice & Empowerment, Government of India implemented through NGO's is cost effective and better result oriented in comparison with the coaching scheme implemented by the state government itself. Therefore, greater involvement of NGO's be sought in the implementation of coaching scheme.
8. The NGO's identified to run the coaching scheme should also be given some financial support for their capacity building and infrastructural enhancement.
9. A concurrent evaluation and monitoring mechanism should be evolved to bring about corrective measures while coaching remains in operation.
10. The present coaching scheme of the Ministry of Social Justice & Empowerment, Government of India is needed to be restructured in such a manner that scheme becomes exclusively for the economically weaker minorities and SC/ST/OBC should not be brought under the purview of scheme as there are already similar schemes for them. The scheme should be modified according to the present day situation of competition and efficiency rather than dragging the scheme on old set norms and rules.